

UNITED STATES SUBMARINE VETERANS'  
CHARITABLE FOUNDATION, Inc.  
(USSVCF)

Policy and Procedures Manual



## Table of Contents

Overview.....	5
<b>Executive Committee .....</b>	<b>9</b>
President .....	10
Vice President .....	13
Secretary.....	14
Treasurer .....	15
Executive Director.....	17
Webmaster.....	18
<b>General Policies and Procedures</b>	
General Fund.....	19
Fund-raising Authorization Letter.....	20
Investment Committee Operations .....	21
Donations .....	22
<b>Charitable Program Policies and Procedures</b>	
Brotherhood Fund.....	23
Building Fund.....	25
Kaps 4 Kids Fund.....	27
Legacy Fund.....	29

Library Fund.....	30
Memorials Fund.....	32
Scholarships Fund.....	36
Appendix A	
Investment Policy Statement.....	39
Appendix B	
Scholarship Fund Manager	
Operating Policies & Procedures.....	48
Appendix C.....	
Investment Committee Basic Agenda	52
Appendix D.....	
	53
Appendix E.....	
	54

## Roster of Key Personnel:

President	John Markiewicz <a href="mailto:Markiewiczjohn4@gmail.com">Markiewiczjohn4@gmail.com</a>
Vice President	Open open
Secretary	Ray Wewers <a href="mailto:raywewers@gmail.com">raywewers@gmail.com</a>
Treasurer	Kenneth Earls <a href="mailto:kenearlss@gmail.com">kenearlss@gmail.com</a>
Executive Director	Kenneth Earls <a href="mailto:kenearlss@gmail.com">kenearlss@gmail.com</a>
Publicist	Open
Webmaster	Open
Fund Managers	
Brotherhood Fund	Ken Nichols <a href="mailto:ken2lorna@bellsouth.net">ken2lorna@bellsouth.net</a>
Building Fund	Jon Jaques <a href="mailto:jjaques@bellsouth.net">jjaques@bellsouth.net</a>
General Fund	Kenneth Earls <a href="mailto:Kenearlss@gmail.com">Kenearlss@gmail.com</a>
Kap(SS)4Kid(SS) Fund	John Riley <a href="mailto:jprjer@spcglobal.net">jprjer@spcglobal.net</a>
Legacy Fund	Jon Jaques <a href="mailto:jjaques@bellsouth.net">jjaques@bellsouth.net</a>
Library Fund	Joe Mathis <a href="mailto:Rmcetc95@gmail.com">Rmcetc95@gmail.com</a>
Memorials / Museum Boats Fund	Ray Wewers <a href="mailto:raywewers@gmail.com">raywewers@gmail.com</a>
Scholarship Fund	Robert Frick <a href="mailto:refrickussvcf@gmail.com">refrickussvcf@gmail.com</a>

## OVERVIEW

The United States Submarine Veterans' Charitable Foundation, Inc. (USSVCF) (EIN 95-4830806) is the exclusively charitable 501(c)(3) arm of the United States Submarine Veterans, Inc. (USSVI), which is a 501(c)(19) Veterans' organization. The USSVCF Certificate of Incorporation was issued by the State of Connecticut on November 17, 2000. A copy of the certificate is available at [USSVI.ORG](http://USSVI.ORG) -> Charitable Fund -> CF Documents -> CF Certificate of Incorporation.

Final approval of USSVCF as a 501(c)(3) tax exempt corporation was granted by IRS letter 1050 of June 20, 2005. A copy of the IRS letter is available at [USSVI.ORG](http://USSVI.ORG) -> Charitable Fund -> CF Documents -> IRS-95-4830806-2005.pdf.

**Mission:** 1. Provide Scholarship assistance to the children and grandchildren of submarine veterans and active-duty submarine personnel.

2. Establish, support, and maintain memorials, museum boats and public monuments dedicated to honoring the memory of deceased shipmates who lost their lives in the line of duty,

3. Establish and maintain a library and / or museum concerning the history of the submarine service.

4. Support the procurement and maintenance of a building to house operations, items and assets of the Foundation and other veteran-related organizations.

5. Undertake appropriate activities to promote a strong submarine force, and

6. Promote other activities as may be appropriate for an organization operated exclusively for charitable and educational purposes.

**Board of Directors:** USSVI Officers and Regional Directors are elected on a bi-annual basis by the USSVI membership. They also serve as Required members of the USSV Charitable Foundation's Board of Directors. The Charitable Foundation's Board of Directors may then approve additional members to become Fund Managers, Officers of the Foundation, Committee Members, or members of the Foundation with special skills that will benefit the Foundation.

### **Administrative / Overhead Policies and Procedures:**

Day-to-day housekeeping functions are administered by the USSVI / USSVCF Financial Secretary (Office Manager) at USSVI National Office, PO Box 3870, Silverdale, WA 98383-3870. (360) 337-2978; e-mail:

office@ussvi.org. All US Mail (including donations by check) for the USSVCF should be directed to the USSVI National Office.

All USSVCF disbursements are administered by the USSVCF Treasurer under the supervision of the Board of Directors or its President. (See USSVCF GENERAL FUND and / or the Treasurer's Job Description for details.)

All activities conducted by the USSVCF are performed by Volunteers, this includes every Director, Officer, Fund Manager, and any appointed committee member. Accordingly, there is obviously no financial compensation afforded to any party involved in operating the USSVCF. There are, from time to time, operating expenses that are incurred by our Volunteers and these expenses, if approved and properly documented, may be reimbursed to that Volunteer. Additionally, during the Volunteer's tenure as a Volunteer, that person and his or her immediate family are eliminated from eligibility for any USSVCF financial awards, specifically, Scholarship or Brotherhood Awards. This prohibition is to clearly acknowledge and respond to the IRS regulation on 501(c)3 Charitable Foundations regarding "Private Benefit and Inurement" which prohibit benefits to any party involved in any decision making or influencing position of any kind.

Reimbursement of authorized expenses for any Volunteer is a normal and expected occurrence. It is a normal operational maxim that to effectively manage any organization, it is important to identify and anticipate normal operating expenses. Therefore, we encourage that Volunteers incurring normal and expected operating expenses to request reimbursement for those expenses. This would not necessarily include minor incidental office supplies, but rather expenses incurred in operating the organization. If the Volunteer feels that this is an expense that could be supported by that Volunteer, then the reimbursement could easily be returned to the USSVCF in the form of a donation by that Volunteer. The Reimbursement Request Form and instructions can be found in Appendix D.

Volunteers are difficult to find and when someone agrees to volunteer their personal time and minor expenses, it is incumbent on the CF Board and existing officers to take each volunteer seriously. The USSVI and the USSVCF are separate corporations, formed for separate purposes. It is critical that these two organizations maintain an arms-length relationship to clearly demonstrate the separate purposes and that the decisions made are within the guidelines of each organization's charter. Therefore, care must be exercised when accepting a volunteer to perform functions within the CF, if that volunteer is also an officer in USSVI. This statement is not meant to shut doors to anyone willing to volunteer for both organizations, but rather to directly point out the potential conflicts that could exist and to eliminate any structural situations that would "push" a USSVI Officer to feel compelled to also serve in the USSVCF.

## Managerial Hierarchy

Charitable Foundation meetings and Executive Committee meetings will be presided over by the President. In the event the President is unable to attend a meeting, the Vice President shall preside over the meeting. If both the President and Vice President is unable to attend, the Secretary shall preside over the meeting and in the event the President, Vice President and Secretary are absent, the Treasurer shall preside over the meeting. In all cases a quorum shall be met in order to hold an official meeting. If none of the four Board Appointed positions are in attendance, the meeting shall be cancelled.

## Charitable Programs:

USSVCF currently operates six charitable programs, all of which are focused on the Mission outlined above. The Board of Directors has delegated to six of its members (one for each charitable program) limited authority to manage the day-to-day operations of a specified program. See Charitable Program Policies and Procedures in this document for program-specific information.

## Program-specific donations.

The USSVCF respects the desires of donors who wish to direct a donation to a specific charitable program and will endeavor to comply with those desires to the extent possible. However, donors should be aware that, according to IRS regulations governing the operations of exclusively charitable [501(c)(3)] organizations, the CF's Board of Directors has final authority over the allocation of all donations received by the charity. The overall charitable needs of the USSVI community might take precedence over individual donor preference. This Safe Harbor provision has been in effect for the full tenure of the existence of the USSVCF and has never been enacted but is available in the rare occurrence when it would be needed.

## Fund manager training / orientation

Each new Fund Manager should get:

1. A face-to-face turnover with his predecessor ~ including a review of the Fund's Procedures Manual,
2. He must become familiar with all Fund actions in progress,
3. He must receive and familiarize himself with at least two years of Fund activity records.

## This Policy and Procedures Manual

This Manual has been prepared and shall be maintained by the individual ~~Board~~ contributors listed under the headings on the Table of Contents page. Although it has been ratified by the entire USSVCF Board of Directors, ownership remains with each contributor. Contact the relevant contributor with any questions or suggestions related to that section.

### Duplication of Effort

We are aware that several bases have undertaken their own efforts that duplicate the activities of the USSVCF. Some bases have their own scholarship programs, their own memorial projects and most likely other charitable efforts that duplicate the work of the USSVCF. The USSV Charitable Foundation has established a well-documented and full support system for ongoing operations. Our 501 (c) 3 corporation has a 21-year history of filing our annual tax returns on a timely basis, using a professional CPA firm. We have insurance policies in place. We have a large data base of financial data, all easily accessible. The idea of duplicating this activity is simply an effort to suboptimize a base's operation to the detriment of the entire USSVI organization. "Suboptimization is **a reduced level of output that results from an inefficient or ineffective process or system**. Suboptimization can also arise from a focus on optimizing a unit of a business rather than the results of the entire business."

We strongly encourage any base to engage with the members of the USSV Charitable Foundation to fully understand the benefit that comes from working with instead of against or in parallel with the CF.



## **Executive Committee**

The Executive Committee, consisting of the President, Vice President, Secretary, Treasurer, Executive Director, Publicist and Webmaster is the primary driver for the Charitable Foundation. The committee helps to evaluate the nonprofit's progress toward strategic goals and initiatives. Providing oversight for the entire organization. The Executive committees is responsible for overseeing board policies and ensuring good governance practices. The Executive Committee does not replace the Board of Directors, but rather fills in for necessary high level decisions between business meetings at which the full Board of Directors would normally be in attendance.

The President will schedule recurring meetings of the Executive Committee, no less than quarterly and typically bi-monthly. Specific topics will include Fund Awards during the current fiscal year, fundraising in dollar amounts and number of donors, individuals as well as organizations and corporations.

Any member of the Executive Committee or any Fund Manager may request a special meeting of the Executive Committee for the purpose of addressing a specific need for any award or grant needing attention immediately, or any other immediate pressing matter. Fund Managers are encouraged to address the Executive Committee in any situation in which additional funds are needed within their fund for any specific need.

Any meeting of the Executive Committee shall require a quorum of a minimum of 50% of its members. In the event of a tie vote, the vote of the President shall carry the vote. The Secretary shall publish minutes of any meeting of the Executive Committee.

## **USSVCF President Position Description**

Reporting to the Board of Directors, the President & CEO will be the USSVCF's strategic leader on philanthropy and have overall strategic and operational responsibility for the Charitable Foundation's staff, programs, expansion and execution of its missions.

### **Responsibilities:**

#### **Fundraising/Development:**

- Working with the Board, identify, cultivate, and solicit prospective donors, donor advised funds and agency funds to grow the Charitable Foundation's assets
- Maintain and nurture relationships with existing donors, donor advised funds and agency funds.
- • Oversee the Annual or periodic fundraiser and any special events or other fundraising campaigns •
- Maintain a high level of knowledge on issues applicable to charitable giving.

#### **Community and Public Relations:**

- Oversee development of all the Charitable Foundation's communications
- Be the public face of the Charitable Foundation and an outgoing and energetic advocate on behalf of the Charitable Foundation, its missions and its values.
- Maintain high level of visibility for the Charitable Foundation through all available means.

#### **Board Support:**

- Work collaboratively with, and serve as an advisor to, the Board in support of the Charitable Foundation's missions and values.
- Work closely with the Board Chairman (National Commander) in implementing Board decisions, assisting in the planning and preparing of Board agendas and communicating regularly between Board meetings.
- Serve as a staff resource to, and help coordinate the work of, all, if any, Board Committees
- Coordinate orientation and training of Board members as needed to ensure proper and effective working knowledge of the Charitable Foundation and its activities • Keep the Board fully informed of the Charitable Foundation's activities

- Keep current on issues affecting the Charitable Foundation and its missions.

#### Grant-Making/Writing

- • Oversee all grant making/writing efforts within the framework established by the Board or Charitable Foundation's officers
- Coordinate all pass-through grant administration, including communications with donors and grant recipients.

#### Financial Management and Compliance

- Work with Treasurer to prepare, and monitor, the Charitable Foundation's annual operating budget.
- Oversee maintenance of correct and complete records required for proper operation of the Charitable Foundation and to meet applicable statutory requirements.
- Keep current on the legal, financial and ethical requirements of Charitable Foundations.
- Provide timely management reports to the Board and support preparation of Treasurer's reports to the Board.

#### Staffing

- Supervise and mentor Vice President, Executive Director and Treasurer.

#### Experience/Qualifications:

The ideal candidate will likely have:

- Bachelor's degree, with a master's degree preferred.
- Demonstrated success in marketing, public relations and fundraising with the ability to engage a wide range of stakeholders and cultures.
- Significant experience as a paid or volunteer leader at a nonprofit organization or with philanthropy more generally
- Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills
- Demonstrated ability to be the spokesperson for an organization; an extrovert able to craft the message and deliver or delegate delivery to a range of audiences.
- Excellence in organizational management with the ability to coach staff, manage and develop high-performance teams, set and achieve strategic objectives and manage a budget.
- Experience working with a board with the ability to cultivate existing board relationships.

- Ability to work effectively in collaboration with diverse groups of people.
- Inclusive, transparent, consensus-building leadership style that inspires Board members, staff, donors, volunteers, and partners in the community.
- Passion, idealism, integrity, positive attitude, outgoing, mission-driven and self-directed
- Proficient with a computer and various software applications, including but not limited to Outlook, Word and Excel and various Digital Media applications including Facebook, LinkedIn and other emerging social media platforms.

Must be willing to attend annual USSVI National Conventions and attend USSVCF annual business meetings held during these annual events

## **Vice President**

The USSV CF Vice President report directly to the President and the primary responsibility is to be continually prepared to step in to fill the President position in the event of anything causing the President to not be able to perform his duties.

Additional Duties:

The Vice President shall also take as primary responsibility for the following functions:

- Overseeing as well as working closely with the Executive Director regarding Marketing, Fundraising Coordination. This entails an overview of marketing activities including overseeing recurring advertising, events, programs, campaigns, and public relations. These activities will include continual coordination with all the various Fund Managers as well as USSV CF officers and the Board of Directors.
- Ongoing maintenance and updating of the USSV CF website.

The Vice President is an appointed position, appointed by the President with the approval of the Chairman of the Board of Directors.

Must be willing to attend annual USSVI National Conventions and attend USSVCF annual business meetings held during these annual events

Qualifications are the same as for the President.

## **USSVCF Secretary, Job Description**

The USSVCF Secretary serves on the CF Board's Executive Committee, keeps the Corporation's official records of Board meetings including attendance, and any significant decisions. He recommends non-finance-related policy and procedures to the Board and implements policy /procedures as directed by the Board of Directors.

Determines and certifies quorum status for each meeting of the Board of Directors.

Prepares agenda and supporting materials for Board meetings.

Collects and distributes written annual reports from Executive Committee members and Fund Managers summarizing their activities of the past year. This activity is critical to documenting our positive impact on the broader population of our constituents. This activity may require the addition of an Assistant Secretary, or Historian to fully document our broad activity.

Backs up Secretary-related records to an external hard drive and submits the data to the National Archivist annually, to incorporate into the USSVI archives system.

Serves as a voting member of the CF Investment Committee and is also the Investment Committee Secretary, preparing minutes of each Investment Committee meeting held at any time. Typically, these meetings are video meetings not requiring travel.

Must be willing to attend annual USSVI National Conventions and attend USSVCF annual business meetings held during these annual events.

### **Qualifications**

The Secretary must be in good standing as a member of USSVI. He must be willing and able to undertake and perform all the duties described above.

## **USSVCF Treasurer, Job Description**

The USSVCF Treasurer serves on the CF Board's Executive Committee, serves as the Corporation's chief financial officer, keeps the Corporation's financial books, and maintains the Corporation's business relationships with those finance-related vendors (bank / brokerage / outside accountant) that support USSVCF operations. He chairs the Investment Committee. He recommends finance-related policy and procedures to the Board and implements policy /procedures as directed by the Board of Directors.

The Treasurer writes all checks for the Corporation. Expenses for charitable programs must be approved in advance by their respective Fund Manager or the Board. Expenses for overhead items must be approved in advance by the Board or its President *or Executive Director*.

The Treasurer is required to keep the Board informed of the financial condition of the Corporation. This involves the monthly preparation and posting of reconciled financial reports of all bank and brokerage accounts, and any significant changes thereto.

The Treasurer is required to keep the CF's Fund Managers informed of the status of their respective charitable programs within the CF.

The Treasurer shall equitably distribute excess general funds among the CF's charitable programs at the beginning of each new fiscal year.

The Treasurer shall engage an accounting or CPA organization to prepare, and timely file the Corporation's tax returns (Form 990) and cause a properly redacted copy to be posted for public access on the CF's website. The Treasurer shall sign the tax return when it has been prepared to his satisfaction.

The Treasurer shall serve as the CF's local authority on IRS policies and procedures concerning 501(c)(3) charitable organizations. He has the Board's authority to inquire as needed to keep himself informed of evolving IRS policy and procedures, and the duty to inform the Board of any IRS-generated issue that might impact Foundation operations.

The Treasurer shall identify and train a successor who can assume his duties on short notice (maintain continuity without significant functional disruption) if the Treasurer is temporarily or permanently incapacitated.

The Treasurer shall prepare, in coordination with the President, an annual budget of recurring items for approval by the Executive Director, the President, and the Board of Directors. The budget shall forecast predictable income and expense items such as Shared National Office Operating expenses, IT, Legal, and Travel expenses.

The Treasurer shall work closely with the USSVI / USSVCF office manager (Financial Secretary) to maintain the CF's books and develop / implement evolving policies and procedures that advance the CF's "state-of-the-art" in financial matters.

This is an (unpaid) volunteer position. However, for obtaining full and meaningful information regarding how much it costs to operate the Charitable Foundation, it is encouraged that any expenses incurred to fulfill the duties of any position be reimbursed to each volunteer. Insignificant or immaterial amounts are not at discussion it this matter, but larger amounts can accumulate, and the volunteer is encouraged to request reimbursement. It may be in the volunteer's mindset to return those reimbursements to the Charitable Foundation in the form of a donation. Reimbursement by the CF will only be considered if adequate justification is presented to the Charitable Foundation President or Board of Directors approving authority before incurring the expense.

Qualifications:

The Treasurer must be in good standing as a member of USSVI.

He does not need to be an accountant, but he must be acquainted with accepted accounting principles and experienced in rudimentary bookkeeping.

He must be (or willing to become) acquainted with IRS regulations regarding 501(c) ((3) charities.

He must be (or willing to become) acquainted with QuickBooks or comparable accounting software, as approved by the Board of Directors, for small businesses.

He must attend the annual USSVI Convention and attend the USSVCF business meeting held at the same event.

He must be willing and able to undertake and perform all the duties described above.



## **Executive Director**

The CF Executive Director will report to the Vice President and be responsible for the fundraising programs, long range planning and publicity for the CF and other duties that may be assigned by the CF President or Vice President. The CF Executive Director is an officer of the CF and is an appointed position by the President, with approval by the Board.

Previous experience in Fundraising, including grant writing, for Nonprofits is essential. Experience in public relations and advertising is also critical.

The Executive Director, in coordination with the Vice President and President, shall develop and implement a comprehensive fundraising program, that will include, as a minimum, sections addressing fundraising from the following:

- USSVI Members and families
- USSVI Bases
- Nonprofit Organizations
- Corporations, S&P 500, large corporations that are local to each base and medium to small corporations.
- Service Organizations, across the United States, utilizing each base.

The fundraising program will incorporate every CF Officer, in some way, primarily as a “Scout” or “Finder”. The Executive Director is not to be the specific fundraiser, but rather the leader utilizing the full organization and each person’s specific capabilities.

Generally, Volunteers for the CF are encouraged to be USSVI Members and Qualified in Submarines, this position is particularly important and any Volunteer who meets the requirements may be accepted into this position, if offered and willingly accepted.

The Executive Director will be an active position within the Charitable Foundation and as a result, it is expected and encouraged for the Executive Director to recruit assistance in all areas of responsibility. It is easy to foresee a staff working under the Executive Director’s director that is several individuals. Fundraising is a huge area, and the Executive Director could easily manage one person to oversee each of the four prime area targeted for now. In addition, Public Relations and Publicity is an on-going activity, typically requiring unique skills and the Executive Director would be encouraged to search out individual volunteers to fill those positions.

## **Webmaster**

The USSVCF Webmaster will be an appointed position by the President with concurrence by the Officers of the CF. This position will report to the Vice President but will have full access to all officers and Fund Managers in the CF in order to assure that each position has full and complete content relative to their individual areas of responsibility on the CF website.

The CF does not own the [www.ussvcf.org](http://www.ussvcf.org) website, but rather leases our position with FlipCause, a Nonprofit support company. They have a dedicated team available to assist our needs and the Webmaster has full access to this team for guidance and assistance.

The Webmaster position will be an ongoing activity, with some periods of time idle and some periods of time quite active. There can and should be activity during regular fundraising campaigns. The Webmaster will be an Officer of the CF and participated in all discussions and votes on various matters.

## GENERAL FUND

The General Fund is an administrative (bookkeeping) activity that exists as a “catch-all” for any incoming or outgoing monies that are NOT charitable program / activity specific. The USSVCF Treasurer exercises day-to-day management of the General Fund under the supervision of the CF’s President. Examples of General Fund income are donations for which no target charitable program has been identified by the donor; non-program-specific donations such as those coming from AmazonSmile; and realized or unrealized gains (or losses) on investments. Examples of General Fund expenses are overhead items such as payments to USSVI for shared National Office operating expenses, annual fees for renewal of the CF’s operating charter, preparation and filing of tax returns, or computer and software maintenance / replacement. The General Fund balance is reviewed at the end of each fiscal year and excess funds are distributed (on a pro-rata basis) among the Foundation’s charitable programs. Other disbursements are made as directed by the Foundation’s Board of Directors Fund Vice Presidents or the President.

The Treasurer makes a monthly financial report to the Board and CF officers via direct e-mailing of the report. That report includes a summary of all significant income and expense items that occurred during the preceding month for all funds, including the General Fund. Generally, this report will be reviewed with the Charitable Foundation President prior to submittal to the Board, as the President may have items to add to the report.

U.S. Submarine Veterans' Charitable Foundation, Inc.  
P.O. Box 3870  
Silverdale, WA 98383-3870

To Whom It May Concern

This is to certify that U.S. Submarine Veterans, Inc. (USSVI) and its subsidiary Bases (EIN: 06-1007203) are authorized to act as charitable fund-raisers on behalf of the U.S. Submarine Veterans Charitable Foundation, Inc. (EIN: 95-483086). Any charitable donations arising from these fund-raising efforts may be made by check payable to the U.S. Submarine Veterans Charitable Foundation, Inc. (USSVCF) and mailed directly to the address on the letterhead above. If applicable, you may use the "memo / for" line on the check to direct the donation to a charitable program you wish to support. The fund-raisers can describe the options.

Alternatively, donations may be made on the CF's website: [www.ussvcf.org](http://www.ussvcf.org) where in donations may be made utilizing virtually any debit or credit card in any amount and for any period. Funds may be selected during the donations process.

The U.S. Submarine Veterans Charitable Foundation, Inc. is the charitable arm of USSVI and operates as an exclusively charitable public charity with IRS 501(c)(3) status granted by IRS letter of June 20, 2005. A copy of the IRS letter is available through the fund-raisers.

Signed

USSVCF Treasurer

Charitable Foundation Investment Committee  
August 2019

The USSVCF Investment Committee is comprised of five appointed members, each appointment to the committee is by the President of the Foundation. The committee is chaired by the Foundation's Treasurer and serves as an investment advisor to the Foundation, specifically, to recommend what risk / return level the CF should seek in its investment portfolio, and how much readily available cash the CF should retain (the remainder to be invested in marketable securities).

Current guidance from the Investment Committee is that the CF should retain approximately two years of expected awards in cash and invest the remainder of its assets in a portfolio of marketable securities that complies with the CF's Investment Policy Statement. This suggestion for a cash balance is open to revision on a regular basis.

The USSVCF currently uses Merrill Lynch as its Investment Advisor. The Investment Advisor:

1. Selects and maintains a mix of equity and fixed income securities consistent with the Investment Committee's asset allocation / risk tolerance target, and
2. Provides account statements after the last business day of each month. The Foundation's Treasurer reconciles these statements with Foundation financial records and reports current account values (including unrealized gains or losses) and changes to the Charitable Foundation officers and Board of Directors.

See the recommended Investment Committee basic agenda in Appendix C.

## Donations

Contributions to the United States Submarine Veterans Charitable foundation, Inc Fund may be made by check payable to the United States Submarine Veterans' Charitable Foundation (USSVCF). Write the fund of your choice in the Memo / For field of the check to direct the donation to you preferred fund. If desired, you may leave that space blank, and your donation will go into the General Fund to be used as needed by the USSV CF.

Where to send a donation: Donations must be sent via US Mail to:

USSVI / USSVCF National Office

PO Box 3870

Silverdale, WA 98383-3870

Other ways to donate:

Any donation by virtually all credit or debit cards may be made on our website: [www.ussvcf.org](http://www.ussvcf.org). . This website allows for making a one-time or repeated donation in any amount and in virtually any number of repeated donations. You may donate monthly for any quarter, semi-annual or annually for any number of years. Or you may leave your recurring donation open such that it will continue until your card expires.

Other means of donating are on Facebook or purchasing on Amazon and designating AmazonSmile as your portal to donating to the USSVCF.

Donations to USSVCF comply with the general requirements of the IRS regarding donating to a qualified 501(C)3 organization. The USSVCF is an exclusively charitable corporation that is recognized by the IRS as a 501(c)(3). Donations will be acknowledged by the National Office or our automated website acknowledging your donation with a statement that donors should consult their tax advisor to determine the deductibility of any donation.

## Brotherhood Fund

The Brotherhood Fund is a USSVCF charitable program that receives and distributes charitable donations intended to assist eligible persons to overcome personal hardship brought about by untoward circumstances beyond the shipmate's control. The USSVCF Brotherhood Fund Manager exercises day-to-day management of the Brotherhood Fund under the supervision of the Executive Director.

The USSVCF Brotherhood Fund Manager is a USSVCF Board Member to whom the Board has delegated authority to act on the Board's behalf to manage the day-to-day affairs of the Brotherhood Fund. The Fund Manager has authority over, and responsibility for all donations to the Brotherhood Fund, and is responsible to ensure that all expenditures in that category comply with IRS regulations for charitable public benefit. The USSVI / USSVCF National Office receives and records all donations. The USSVCF Treasurer keeps the Fund Managers informed of Fund status and writes Brotherhood Fund grants as authorized by the Brotherhood Fund Manager.

A USSVI Base may request a grant of charitable Brotherhood program funds. Requests must be initiated by a Base officer and must provide the following information:

USSVI Base Name

Name of the Base Officer Making the Request

Contact Information of the Requestor

Name of the USSVI Member needing assistance.

Contact Information for that Member.

Nature of hardship

Nature / amount of Base assistance already provided.

Any deadlines

Confirmation of receipt.

Eligibility for Brotherhood Grants: To be eligible for a USSVCF Brotherhood grant, the person in need must be a USSVI member in good standing. The person suffering the hardship (i.e., illness or disaster) might be somebody in that member's immediate family (spouse or dependent child, parent, or grandchild) instead of the member himself, but

the intent of the grant is to relieve the member's hardship, not to relieve the hardship of somebody else.

Send requests to the Brotherhood Fund Manager as listed in the List of Key Members shown at the beginning of this Policy and Procedures Manual.

The Fund Manager has the authority to approve grants up to \$3,000 and to assign approved grants to the appropriate Brotherhood Fund that is appropriate for each award. This decision is internal to the USSVCF and is for internal reporting purposes only.

- a. Caring and Sharing is normally used in cases involving medical crisis.
- b. Disaster Relief is normally used in cases arising from natural disasters (hurricanes, tornadoes, floods, etc.)
- c. If the Brotherhood Fund Manager determines that a hardship case is so extreme that a \$3,000 grant (the limit of his authority) is insufficient, he may (at his discretion) appeal to the CF Board of Directors for a waiver of the limit. Any such waiver will require approval by the entire Charitable Foundation Board.

The USSVCF has no ability to relieve physical pain or suffering. (We cannot do anything about your headaches no matter how bad they might be.) The only thing we can do is help with the financial implications of those headaches. So, the grant will be awarded (made payable) to the USSVI Member only, and will be granted only if, and to the extent that that Member is immediately involved in the financial care of the sufferer and will be proportional to the amount of the Member's financial involvement in the case.

As described above, charitable needs are identified, and requests are submitted by a USSVI Base that has local knowledge of the justification for the request. The most compelling evidence that the Base can offer to justify the need for CF support is the Base's own commitment to the member. (I.e., has the Base leadership and its members been willing to donate money and/or effort (even with no tax advantage) to relieve the need.) The Brotherhood Fund Manager has the Board's authority to consider Base participation as a significant factor in his support decision. Funds donated by other members or non-members in support of the suffering member are designated solely for that member and are not to be considered in the \$3,000 limit imposed on the Brotherhood Fund General Manager.

Other resources available to support the Fund Manager's research into need and eligibility include (but are not limited to):

1. The Base's written request for a grant (if any).
2. The requesting Base Commander.
3. Base and/or USSVI National Office membership records.
4. News reports (e.g., of natural disasters - fire / hurricane / earthquake / etc.)



## BUILDING FUND

The Building Fund supports the operation and maintenance of any buildings, property, and other facilities owned or used by USSVI. The USSVCF Building Fund General Manager exercises day-to-day management of the Building Fund under the supervision of the Foundation's President.

The USSVCF Building Fund Manager is a USSVCF Board Member to whom the Board has delegated authority to act on the Board's behalf to manage the day-to-day affairs of the Building Fund. The Fund Manager has authority over, and responsibility for all donations to the Building Fund, and is responsible to ensure that all expenditures in that category comply with IRS regulations for charitable public benefit. The USSVI / USSVCF National Office receives and records all donations. The USSVCF Treasurer keeps the Fund Managers informed of Fund status and writes Building Fund checks as authorized by the Building Fund General Manager.

To request a grant of charitable program funds (Building Funds).

a. The building fund is designed to assist with the operation and maintenance of property owned by or used by USSVI for purposes of fulfilling our creed.

b. Requests for grants from the Building Fund should be sent to the USSVCF Building Fund General Manager for consideration. The Building Fund Manager has authority to approve grants up to \$3,000, however it is clear that many maintenance projects on a building will exceed this broad authority and therefore, the Building Fund Manager is encouraged to obtain prior approval from the Executive Committee to facilitate routine reimbursements for these anticipated expenditures.

c. There are no specific request forms, but adequate supporting documentation must be submitted when the request is made to the USSVCF Building Fund Manager.

The Building Fund Manager will evaluate all grant requests to ensure that any grants are consistent with Item a above, all expenditures in that category comply with IRS regulations for charitable public benefit.

The Building Fund Manager will report all approved disbursements to the CF Board at least quarterly unless prior Board approval was required.

### Project Accounts within the Building Fund.

Building projects can be expensive, and it may take several years to accumulate sufficient funds to start a significant project. If USSVI or one of its Bases wants to initiate a substantial construction or renovation project and wishes to set up a project account for donors to make tax deductible donations to that project, the local project manager, usually a local USSVI Base member, will, at a minimum, provide the following information to the Building Fund General Manager:

- Name and phone number of the Local Project Manager.
- Name of the project
- Location of the project
- Estimated total cost of the project
- USSVI or Base Commander approval is required and may be submitted via e-mail to the Building Fund General Manager,

Upon receipt of this information the Building Fund General Manager will submit a request to the CF Board to establish a Building Fund sub-account in the project's name. Subject to Board approval, the sub-account will be established and will appear as a Building Fund sub-account on the Treasurer's monthly Fund Balances report. (Example: Building -Silverdale tenant improvements). The local project manager will be responsible to notify any potential donors that their checks must be made payable to USSVCF and to use the Memo / For field on the check to specify the Fund (Building) and Project (Silverdale tenant improvements) to receive the donation.

The local project manager may wish to use the project's USSVCF sub-account to accumulate over an extended period the money for the project. All funds' withdrawals from the USSVCF require approval of the applicable Fund Manager, and the Building Fund General Manager has a \$3,000 limit on his grant approval. The \$3,000 limit does NOT apply to withdrawals of project sub-account funds required to pay project invoices that have been approved by the local project manager.

It is important to note that the initial organization of the Charitable Foundation included the idea of fundraising to acquire an additional building, in addition to the one we currently own in Groton, CT. It has become obvious that fundraising to purchase a building is extremely difficult and as a result, we continue to include the concept of acquiring a building, but in practical application, we are not actively pursuing a fundraising program to purchase a building. We are always open to any opportunity to engage with any donor who envisions a gift to the USSVCF for the acquisition of a building.

## THE Kap(SS) 4 Kid(SS) FUND

Kap(SS) 4 Kid(SS) (AKA Kaps for Kids, K4K) is a charitable program in which submarine veterans visit children who are suffering from challenging medical conditions / illnesses. The purpose of these visits is to bring comfort and joy to sick children, and their families. The veterans leave mementos that will remind the children of the visit after the veterans leave the child's bedside.

All such visits are local. USSVI Bases coordinate with local caregivers to arrange the visits. The visitation takes place at the Base organizational level, not at the USSVCF. The only qualification required of the child to be visited is that he/she must be able to receive visitors according to the rules of the care-giving institution.

Submarine Veterans belonging to USSVI Bases voluntarily visit children in Cancer Hospitals, Children's Hospitals, Child Psychiatric Units, Ronald McDonald Houses, Medical Camps for Children, Hospices, and other locations. They give sick children caring attention during the visit, and Honorary Submariner Certificates, embroidered ball caps, challenge coins, temporary tattoos, and other gifts. All gifts are approved in advance by the child health care facility.

Fund Manager: The USSVCF K4K Fund Manager is a USSVCF Board Member to whom the Board has delegated authority to act on the Board's behalf to manage the day-to-day affairs of the K4K Fund. The Fund Manager has authority over, and responsibility for all donations to the K4K Fund, and is responsible to ensure that all expenditures in that category comply with IRS regulations for charitable public benefit. The USSVI / USSVCF National Office receives and records all donations. The USSVCF Treasurer keeps the Fund Managers informed of Fund status and writes K4K Fund checks as authorized by the K4K Fund Manager.

The USSVCF Fund Manager's role is to publicize the program, recruit USSVI Bases to support / participate in the program, provide program (organizational and contact) guidance to the Bases, and provide the materials (caps, certificates, etc.) required to get the Base program started. The goal is to get each participating base to the point that its K4K program will be financially and organizationally self-sustaining. There are no deadlines.

The Fund Manager is shown on the Key Members page at the beginning of this Policy and Procedures Manual.

USSVI Bases request startup support from the USSVCF K4K Program Fund Manager to begin and run a K4K Program.

The requestor must be a USSVI Base.

Requests may be sent to the K4K Fund Manager.

There are no request forms.

Requests are evaluated based on the support needed by the USSVI Base to start and run a K4K Program. There are no deadlines. It generally takes less than a month for a USSVI Base to become an active participant and receive the start-up support they need.

The K4k Fund Manager, in conjunction with the Secretary shall maintain records of committee activities, decisions, and grants authorized or denied. K4K Fund General Manager maintains records for policy related actions. The USSVCF Treasurer maintains the financial / book-keeping records for the Fund.

Succession: Who is best qualified (see "Fund Manager qualifications" below) to step in if the current Fund Manager is unable to continue in that role. Generally, any USSVI Base that is actively implementing the K4Ks program would be the likely source for recruiting a replacement for the outgoing K4k Fund General Manager.

#### K4K FUND MANAGER QUALIFICATIONS

1. The Fund Manager must be (or must become) a USSVCF Board member. He must be familiar with this job description and be willing to do the job described.
2. It would be helpful if he has fund-raising experience.
3. It would also be helpful if the candidate is a "high profile" person able to attract the attention of potential donors.

## Legacy Fund

The purpose of the Legacy Fund is to provide a vehicle for Submarine Veterans to provide a place for Gifting to one of the more important parts of their lives. Serving on submarines and with submariners, for many of us, has proven to be a lifetime highlight and for many of us has been life changing. This significant impact is worthy of remembering by many of us. By making the United States Submarine Veterans Charitable Foundation, Inc a beneficiary of one's estate, that member can be assured that he will properly reward that one life-changing activity. This gift can be made as a donation to any of the established funds, or if large enough, it can be left to the Legacy Fund as an unencumbered fund or as an endowment fund, wherein the fund earns income via the established investment portfolio. The earnings can then be designated to whatever activity that members wished to benefit from their endowment fund. Additionally, again, if large enough, that legacy endowment fund can carry the name designated by the donor.

It is important to point out that an actual endowment fund has specific requirements, including segregation of funds and separate investments. The USSV CF currently and will in the future treat any donated endowment fund as a quasi-endowment fund. This meets all the endowment fund basic elements, apart from the administrative roadblocks an actual endowment fund face.

Legacy donations can be complex and typically a donor will work with an estate planner or other financial advisor on the best way for that member to make their Legacy Gift to the Charitable Foundation. We advise that if a donor has prepared instructions in their will or estate documents, that the USSV CF be notified in advance so that we can be aware that this gift is coming.

## Library Fund

The USSVCF Memorial Library is a collection of books, documents, video, and audio materials concerning various aspects of the US Submarine Force since its inception in April 1900. Operating a library, even a bare bones library, involves some expense. The USSVCF Library Fund was established to underwrite the operation and maintenance of the library.

The USSVCF Library Fund Manager is a USSVCF Board Member to whom the Board has delegated authority to act on the Board's behalf to manage the day-to-day affairs of the Library and the Library Fund. The Fund Manager has authority over, and responsibility for all donations to the Library Fund, and is responsible to ensure that all expenditures in that category comply with IRS regulations for charitable public benefit. The USSVI / USSVCF National Office receives and records all donations. The USSVCF Treasurer keeps the Fund Managers informed of Fund status and writes Library Fund checks as authorized by the Library Fund Manager.

The library is currently located at the Arkansas Inland Maritime Museum at 120 Riverfront Park drive, North Little Rock, AR. The library is open by appointment only and strictly for on-site research of submarine and submarine-related topics. Library items do not leave the facility therefore items cannot be checked out. A spreadsheet listing of items in the library is available upon request. The most current listing of library contents totals 2,501 titles, including books, videos and other items.

Most materials in the library have been donated by submarine veterans when advancing age has dictated an unwelcome down-sizing or by the survivors when the vet went on eternal patrol. Regardless, most of the resources in the library were free to USSVI and/or USSVCF. While the donor might have gotten a thank-you note for the donation, the thank-you note did not promise a tax deduction of any kind. Occasionally, the library buys new submarine-related books on the open market.

The Library Manager and the CF's Library Fund Manager. He has authority to obligate the Library Fund for library-related expenses up to \$3,000 per incident.

To reduce duplicate copies, prospective book donors should send a list of titles they propose to donate to the Library Fund Manager prior to donating books. Send donation proposals via US Mail or e-mail to:

Joseph Mathis:

Arkansas Inland Maritime Museum

ATTN: USSV CF Library

120 Riverfront Park Drive

North Little Rock, AR 72114

r Email: [rmcetc95@gmail.com](mailto:rmcetc95@gmail.com).

## MEMORIAL & MUSEUM SUBMARINE FUND

The Memorials Fund receives, allocates and distributes charitable donations for the construction, repair and maintenance of submarine-related memorials and museums. Donations to this fund will be distributed as directed by the Memorials Fund General Manager acting in accordance with this document on behalf of the Foundation's Board of Directors.

### DEFINITIONS as applicable to these policies and procedures.

MEMORIALS are any structures or monuments that are permanently installed on land.

SUBMARINE MUSEUMS are any of the submarines, either moored in rivers / harbors or mounted on land, that are intended to be open for public viewing and includes any structures supporting those submarines.

NON-SPECIFIC DONATIONS are donations made to the Memorials Fund with no specific submarine museum or memorial project(s) designated. These donations may be disbursed at the discretion of the Fund Manager to any qualifying submarine memorial or museum in the USSVI / USSVCF family.

SPECIFIC DONATIONS are any donations made for a specific project which has been approved by the Memorials Fund Manager.

THE MEMORIALS FUND MANAGER is a member of the USSVCF Board of Directors who has authority to act on behalf of the entire Board to manage the day-to-day affairs of the Memorials and Museum Submarine Fund. The Fund's resources are limited, so the Fund Manager is required to pass judgement on each request for support, determining if the request will be supported by the CF, and if so, to what extent.

Typically, the request is submitted by a USSVI Base, and that Base has intimate local knowledge of the justification for the request. The most compelling evidence that the Base can offer to justify the need for CF support is the Base's own commitment to the project. I.e., has the Base leadership and its members been willing to donate money and/or effort, even with no tax advantage, to relieve the need. The Memorials Fund Manager has the Board's authority to consider the Base participation level as a significant factor in his support decision.

The Fund Manager has spending authority up to \$3,000 for each grant. The Fund Manager must obtain Board approval for any grant that exceeds \$3,000. This does not include matching funds that have been donated by the base or memorial supporters.

#### **A. PROJECT ACCOUNTS WITHIN THE MEMORIALS FUND.**

1. If a USSVI Base initiates a substantial project and wishes to set up a project account for donors to make tax deductible donations to that



project, the Base Project Manager will provide the following information to the Memorials Fund Manager:

- Name and phone number of Project Manager
- Name of Project
- Location of Project
- Estimated Total Cost of project
- USSVI Base Commander approval is required. The Base Commander's approval may be signified by separate email to the Fund Manager.

2. The USSVCF Memorials Fund Manager's address is shown on the Key Members page at the beginning of this Policies and Procedures Manual.:

3. Upon receipt of this information the Memorials Fund Manager will request the Board to authorize establishment of a sub-account in the name of this project. The sub-account will then appear as a Memorials Fund sub-account on the Treasurer's monthly Fund Balances report.
4. The Base Project Manager is responsible to notify any potential donors that their checks must be made payable to USSV Charitable Foundation (USSVCF). Include in the Memo field the Base Name and Project Name. or designate the donation as a General Memorials Donation.
5. Donations are only tax deductible if the check is payable to USSVCF as noted above. Donations made to a Base are not tax deductible.
6. All donations to the USSVCF must be sent to:  
USSVI/USSVCF NATIONAL OFFICE  
P. O. BOX 3870  
SILVERDALE, WA 98383-3870  
**Or**  
Donations may be made on the USSV CF website: [www.ussvcf.org](http://www.ussvcf.org) and designating the appropriate fund to which the donation is to be designated.
7. Fund raising may be accomplished by soliciting local businesses, base members, corporations that members have ties to, base treasury, etc.

The local project manager may wish to use the project's USSVCF sub-account to accumulate funds, over an extended period, the money for the project. All funds' withdrawals from the USSVCF require approval of the applicable Fund Manager and the Memorials Fund Manager have a \$3,000 limit on his discretionary grant approval. The \$3,000 limit does NOT apply to withdrawals of project sub-account funds required to pay project invoices that have been approved by the local project manager. Nor does the limitation apply to matching funds or Memorial supporter donations.

**B. REQUESTS FOR MEMORIAL PROJECT GRANTS MUST INCLUDE:**

1. Base Name and address, Point of Contact, e-mail address, phone number.
2. Location of project:
3. Proposed use of funds, description of project:
4. Are other organizations contributing to this project? If so, provide name of organization(s) and anticipated contribution, if known
5. Total cost of project: materials (paint, cleaning supplies, parts etc.)  
Contracted work will be compensated, however, there is no compensation for volunteer work.
6. Disbursements will only be made to Vendors upon receipt of Invoice by Fund Manager up to the amount in the project account or \$3,000, whichever is greater.
7. If there are funds remaining in the project account at project completion, the unused amount will be applied to other Memorial's activities at the discretion of the Memorials Fund Manager.
8. Anticipated start date of project:
9. Anticipated completion date of project:  
Base Project manager: name, US Postal and e-mail address, phone number.
- 10 Approval of major projects will be determined by the Memorials Fund Manager on the advice of the USSVCF Executive Committee.

Upon receipt of this information, the Fund Manager will review it for approval. This process usually takes less than two weeks to complete.

After approval, the Memorials Fund Manager directs the CF Treasurer to issue the grant. It usually takes only two to three days for a check to be mailed.

### **C. Requests for SUBMARINE MUSEUM project grants.**

Submarine Museums are representative of our collective heritage as SubVets. The Submarine Museums account was established within the Memorials Fund to aid in the restoration and maintenance of retired U.S. Submarines that are open to the public.

Several USSVI Bases, and other volunteer groups, perform maintenance and repair on these submarines. This fund is intended to provide financial assistance to obtain the necessary materials to accomplish these labors of love.

Projects that fall into this category often include fund raising campaigns that the Foundation may assist by being a repository for funds and providing tax deductibility provisions that the local organization does not possess.

Projects that are intended to improve appearance and preserve our Submarine Museums are also eligible for grants through the Memorials Fund. The process is the same as for Memorials (See B above).

Submarine Museums require ongoing maintenance. Memorials Fund disbursements can be made to the responsible base that is conducting a maintenance project. These projects may include maintenance and painting of boat's hull, repairing diesels in preparation to operate them, and keep them in operational condition. The base must provide the Memorials Fund Manager with invoices for all materials purchased for these projects. The reimbursement limit is \$2000. The Base must provide the initial funding for these projects. The invoices can be submitted after the projects are completed so the CF will have documentation of the expenses for IRS purposes.

**D. Guidelines and Rules for Issuing and Reporting Grants:**

- All projects will be considered on their individual merits.
- Projects that improve the appearance and presentation of existing Memorials or Submarine Museums will have preference.
- The Memorials Fund Manager will consider the number and total value of grants in progress, and the available funds for distribution, to determine the amounts of any grants made by the Memorials Fund.
- A report of the contributions to and projects supported by the Memorials Fund will be made annually to the membership.

See Appendix E for more details.

## Academic Scholarship Fund

The USSV CF Academic Scholarship Program was established in 1985 and is annually executed for the sole purpose of providing charitable academic Grants to qualified academic candidates using a competitive application process based upon academic achievement, qualified eligibility links to descendants of USSVI Members in good Standing, financial need, acceptance to or attending a certified institute of higher learning, evident contribution to her or his community and clear evidence of academic achievement. The Scholarship Program is non-discriminatory with the only caveat being the candidate must be a dependent or descendent of a USSVI Member.

The Scholarship Program invites application on or about 30 October of each calendar year and closes application access on or about 15 May each calendar year.

Applications are independently reviewed, scored, and competitively awarded based upon the stated candidate's application in a formal standardized set of categories.

Awards are announced on or about 15 July each calendar year and awarded funds are paid directly to the applicant's institute of higher learning into the student's financial account.

Fund raising and donations to the Charitable foundation Scholarship Fund are received and accepted via independent donations from members of USSVI, their families and friends, as well as organizations for academic scholarships specifically identified and used for the funding of all Scholarship Awards.

Charitable donations may be submitted from individual, volunteer groups and business entities. Donations are often raised and provided in the honor or name of a specific submarine veteran as a token of appreciation for that individuals contribution to World Peace and Honorable Submarine Service.

All donations are to be transmitted to the USSVI / USSVCF National Office, PO Box 3870, Silverdale, WA 98383-3870 for deposit and availability for annual scholarship funding, alternatively, donations may be made on the USSVCF's website – [www.ussvcf.org](http://www.ussvcf.org). All donations, if paid by check, are to be made; "Pay to the Order of The United States Submarine Veterans' Charitable Foundation or USSVCF. If contributors are directing donations to a specific cause, like Scholarships, use the "for / memo" field on the check to identify that cause. All donations are Tax deductible in accordance with IRS regulations in that USSVCF is classified and registered as a 501(c)(3). The USSVCF National Office will acknowledge the donation. The donor must consult his tax advisor to determine the extent of deductibility.

Qualified student scholars who meet the requirements will be children, grandchildren, or legal children of an Active Duty or Retired USSVI members having served in and qualified in submarines.

Applicants must be unmarried and less than 21 years of age as of the date of the application period if she or he is not attending college or less than 23 years of age if enrolled in an Institute of Higher Learning.

Applicants are invited to register into the scholarship program and website and qualify for consideration per the previously stated eligibility requirements. The scholarship program is provided to all USSVI members annually via the [www.USSVCF.ORG](http://www.USSVCF.ORG) website which provides information, procedures and processes including the application website which reflects all stated and required information. The application initiation is reported via automated email to the Scholarship Committee Chairman and Scholarship Administrator. The Status and any or all input data and requests for assistance are directed to the USSVCF Academic Scholarship Chairman

All required data and official forms such as transcripts, academic achievements, letters of recommendation, financial need, essay(s), extra-curricular activity, and community service are formally required within the website in a semi-automated process after the applicants have registered as a scholarship candidate.

Upon completion of an application and verification of academic performance (official education transcripts) the candidate's application is automatically placed in either "Review Round High School" or "Review Round College" as appropriate.

The completed scholarship applications are independently reviewed and scored using standardized scoring processes by the Scholarship Committee (Chairman, National Vice Commander, and the four USSVI Regional Directors). All scores are provided to the Scholarship Chairman who calculates the final score and ranking in the two categories (High School or College).

The final date for completed applications is published annually and is on or about 15 April of each Calendar Year.

All completed applications are scored, ranked, awards determined and announced to each applicant on or before 1 July of each calendar year for the upcoming academic year. Candidate Awardees and Non-Awardees are informed via personal signed letter from the Scholarship Chairman and transmitted via email attachment to each applicant.

There are no Matching Grant provisions within the USSVCF Academic Scholarship Program.

All awards and award checks will be deposited in the scholar student's financial account. USSVCF requires that any unused funds, due to discontinuation or failure to start the full-time pursuit of education and degree at that institute, are returned to the USSV CF treasurer.

Succession: The current Scholarship Fund Manager will continually monitor and assess likely candidate for eventual replacement when that time arrives. He will continually communicate his perception of likely replacements with the President.

See Appendix B for detailed Scholarship Fund Operating Policies & Procedures.

Appendix A



# **INVESTMENT POLICY STATEMENT**

## **The United States Submarine Veterans Charitable Foundation (USSVCF) <sup>1</sup>**

### **PURPOSE OF INVESTMENT POLICY**

The purpose of this Investment Policy Statement is to provide a clear statement of the Organization's investment objective, to define the responsibilities of the Board of Directors, Investment Committee and any other parties involved in managing the Organization's investments, and to identify or provide target asset allocations, permissible investments, and diversification requirements.

### **INVESTMENT OBJECTIVE**

The overall investment objective of the Organization is to maximize the return on liquid assets while minimizing risk and expenses. This is done through prudent investing and planning, as well as through the maintenance of a diversified portfolio.

### **GENERAL PROVISIONS**

- All transactions shall be for the sole benefit of the USSVCF.
- The Investment Committee and/or the Directors shall review the Organization's investment policy on an annual basis.
- Any investment that is not expressly permitted under this Policy must be formally reviewed and approved by the Investment Committee and/or the Directors.
- The Investment Committee and/or the Directors will endeavor to operate the Organization's investment program in compliance with all applicable state, federal and local laws and regulations concerning management of investment assets.
- Investments shall be diversified with a view to minimizing risk, while focusing on optimizing returns.

### **DELEGATION OF RESPONSIBILITY; RELIANCE ON EXPERTS AND ADVISORS**

- The Board of Directors has ultimate responsibility for the investment and management of the USSVCF's investment assets.

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<sup>11</sup> Thank you to Tamkin Foundation, Inc. for permission to incorporate language from the Foundation's Investment Policy Statement into this USSVCF Guideline.



- The Board may delegate authority over the Organization’s investments to a properly formed and constituted Investment Committee, being a Board Committee comprised only of directors or others as appointed.
- The Board or Board Committee may hire outside experts as investment consultants or investment managers.

**RESPONSIBILITIES OF THE BOARD, OR IF AUTHORITY IS DELEGATED, THE INVESTMENT COMMITTEE**

- The Board, or if authority is delegated, the Investment Committee, is charged with the responsibility of managing the investment assets of the Organization. The specific responsibilities of the Board or the Investment Committee, as applicable, include:
  1. Communicating the Organization’s financial needs to the Investment Managers on a timely basis.
  2. Determining the Organization’s risk tolerance and investment horizon and communicating these to the appropriate parties.
  3. Establishing reasonable and consistent investment objectives, policy guidelines and allocations which will direct the investment of the assets, to be reviewed by the Board on an annual basis.
  4. Prudently and diligently selecting one or more qualified investment professionals, including investment managers(s), investment consultant(s), and custodian(s).
  5. Regularly evaluating the performance of investment manager(s) to assure adherence to policy guidelines and to monitor investment objective progress.
  6. Developing and enacting proper control procedures, e.g., replacing investment manager(s) due to a fundamental change in the investment management process, or for failure to comply with established guidelines.

**RESPONSIBILITIES OF INVESTMENT MANAGERS**

- Each investment manager will invest assets placed in his, her or its care in accordance with this investment policy.
- Each investment manager must acknowledge in writing acceptance of responsibility as a fiduciary.

- Each investment manager will have full discretion in making all investment decisions for the assets placed under his, her or its care and management, while operating within all policies, guidelines, constraints, and philosophies outlined in this Investment Policy. Specific responsibilities of investment manager(s) include:
  1. Discretionary investment management, including decisions to buy, sell, or hold individual securities, and to alter allocation within the guidelines established in this statement.
  2. Reporting, on a timely basis, monthly investment performance results.
  3. Communicating any major changes in the economic outlook, investment strategy, or any other factors that affect implementation of investment process.
  4. Informing the Board, or if authority is delegated, the Investment Committee, regarding any changes in portfolio management personnel, ownership structure, investment philosophy, etc.
  5. Voting proxies, if requested by the Board, or if authority is delegated, the Investment Committee, on behalf of the Organization.
  6. Administering the Organization's investments at reasonable cost, balanced with avoiding a compromise of quality. These costs include, but are not limited to, management and custodial fees, consulting fees, transaction costs and other administrative costs chargeable to the Organization.

#### **GENERAL INVESTMENT GUIDELINES**

- A copy of this Investment Policy shall be provided to all Investment Managers.
- The Organization is a tax-exempt organization as described in section 501(c)(3) of the Internal Revenue Code. This tax-exempt status should be taken into consideration when making Organization investments.
- A cash account shall be maintained with a zero to very low risk tolerance to keep cash available for grant distributions, tax obligations and other anticipated expenses.
- Transactions shall be executed at reasonable cost, taking into consideration prevailing market conditions and services and research provided by the executing broker.
- Permitted investments include: Cash and cash equivalents, marketable securities including equities, mutual funds and fixed income securities, Exchanged Traded Funds (ETFs) and equivalents.

## **DIVERSIFICATION**

- The Organization will always maintain a reasonable diversification of investment assets between asset classes and investment categories.
- Reasonable sector allocations and diversification shall be maintained. No more than [25%<sup>2</sup>] of the entire portfolio may be invested in equity securities of any one sector.
- Investments within the investment portfolio should be readily marketable.
- The investment portfolio should not be a blind pool; each investment must be available for review.

## **ASSET ALLOCATION**

- The asset allocation policy shall be predicated on the following factors:
  1. The Goals and Purposes of the USSVCF shall be the primary purpose when anticipating the future short and long-term capital market performance.
  2. The correlation of returns among the relevant asset classes.
  3. The perception of future economic conditions, including inflation and interest rate assumptions.
  4. Liquidity requirements for the projected grants and other charitable expenditures.
  5. The relationship between the current and projected assets of the Organization and projected liabilities.
  6. Rebalancing shall be done on a semi-annual basis or more frequently if deemed necessary.

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<sup>2</sup> This factor shall be addressed in each Investment Committee meeting and any changes reflected in an updated Investment Policy statement

## ALLOCATION RANGE

Note: This is a general guideline, and it is understood that depending on the economic situation from year to year, these targets and ranges may be adjusted.<sup>3</sup>

Factors, numbers shown in brackets [ ] throughout this document shall be reviewed and maintained or changed with each meeting of the Investment Committee.

<u>Asset Class</u>	<u>Target</u>	<u>Range</u>
Cash & Equivalents <sup>4</sup>	[As Needed]	[0 – 15%]
<b><u>Long Term Investments</u></b>		
Fixed Income	[35%]	[20 – 60%]
Equities: Domestic Large Cap	[25%]	[20 – 40%]
Equities: Domestic Small/Mid Cap	[20%]	[10 – 25%]
Equities: International	[10%]	[5 – 15%]
Alternative/Commodities	[5%]	[2 – 8%]

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<sup>3</sup> All Targets and Limits shall be addressed in each Investment Committee meeting and any changes shall be reflected in an updated Investment Guideline statement.

<sup>4</sup> Based on long term objectives and short-term needs.

## **Investment Committee Guidelines**

### **United States Submarine Veterans Charitable Foundation**

#### **Introduction**

The Investment committee is a standing committee of the United States Submarine Veterans Charitable Foundation (USSVCF)

This Guideline outlines the responsibilities of the Committee with respect to the duties of individual members. The Committee is responsible for the investments of the United States Submarine Veterans Charitable Foundation and those investments shall collectively be referred to as the Portfolio.

#### **Organization**

As delineated in the USSVCF Policy and Procedures Manual, the members of the Investment Committee shall consist of five members that shall be appointed by the USSVCF President with the exception that the Investment Committee Chairman shall be the USSVCF Treasurer and the Secretary shall be the USSVCF Secretary. The President shall appoint the other three members, including self-appointment. All members of the Investment Committee acknowledge their roles as fiduciaries<sup>5</sup> for the organization.

The Committee may form subcommittees as it deems appropriate. Subcommittees may be formed to address special projects for a limited period or may become standing subcommittees for a particular purpose.

The Committee shall hold regular semiannual meetings and shall meet more frequently as circumstances require. The Committee shall keep minutes of the meetings. The Chairman shall, in consultation with the other Committee members, set the agenda for and preside at the meetings. A quorum for the transaction of business at any meeting of the Committee shall consist of most of the Committee members. Decisions shall be made by a majority of those present at the meeting. In the event of a tie vote, the vote of the Chairman shall break the tie. The Committee shall have direct access to and complete and open communications with senior leaders of the USSVCF and may obtain advice and assistance from others in the organization. The Committee may also retain independent consultants to assist it and determine the compensation for such consultants.

#### **Authority and responsibilities**

- A. Investment duties

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<sup>5</sup> A fiduciary is a person who holds a legal or ethical relationship of trust with one or more other parties (person or group of persons). Typically, a fiduciary prudently takes care of money or other assets for another person. One party, for example, a corporate trust company or the trust department of a bank, acts in a fiduciary capacity to another party, who, for example, has entrusted funds to the fiduciary for safekeeping or investment. Likewise, financial advisers, financial planners, and asset managers, including managers of pension plans, endowments, and other tax-exempt assets, are considered fiduciaries under applicable statutes and laws. In a fiduciary relationship, one person, in a position of vulnerability, justifiably vests confidence, good faith, reliance, and trust in another whose aid, advice, or protection is sought in some matter. In such a relation good conscience requires the fiduciary to always act for the sole benefit and interest of the one who trusts.

1. Understanding the United States Submarine Veterans Charitable Foundation organization's investment goals and how these objectives support the USSVCF's mission.
  2. Adopting, periodically reviewing, and revising an Investment Policy Statement.
  3. Monitoring the performance of the investment funds and investment managers in accordance with the Investment Policy Statement. Investment performance shall be measured no less than semi-annually on a net of fees basis. Performance shall be evaluated on a three to five-year basis to allow for market fluctuations and volatility. The Investment Manager shall report on the Portfolio performance utilizing the Modified Dietz Methodology of calculating performances. In all cases, measurement of performance shall be compared or measured against a generally accepted benchmark, recognized within the financial community as a reliable and meaningful measure for each type of investment, including, but not limited to equities, domestic, equities global, fixed income domestic and global and commodities.
  4. Recognized benchmarks against which the portfolio should be measured against can include, as appropriate, indices such as: Russell 1000 TR (Total Return) USD, Russell 2500 TR USD, MSCI (formerly Morgan Stanley Capital International) EAFE NR (Net Return),USD, MSCI EM NR USD, MCSI Global, US Aggregate Bond TR USD, US Treasury 20+ Year TR USD, US Government/Credit 1-5 Year TR, USD, BbgBarc (Bloomberg Barclays) Global Aggregate Bond TR US, LBMA (London Bullion Market Assoc.)Gold PM USD & ICE BofAML (Bank of America Merrill Lynch) 0-3 Month Treasury Bill TR USD. These benchmarks should be included in the approximate percentage as actual portfolio investments.
  5. Retaining or replacing investment managers and/or investment funds for the Portfolio.
  6. Reviewing the backgrounds of Investment Committee members and staff to ensure no conflicts of interest exist.
  7. The INVESTMENT POLICY attached to this document is an integral part of this guideline and is adopted as inclusive to the Guidelines.
- B. Administrative duties
1. Resolving all questions of interpretation of policy under the Portfolio.
  2. Determining the amount of contribution necessary for the Portfolio.
  3. Furnishing notices and reports to Investment Committee members and others affiliated with the United States Submarine Veterans Charitable Foundation
  4. Reviewing all fees incurred by or on behalf of the Portfolio for reasonableness.
  5. Preparing and filing such forms as may be required by government entities.
  6. Reviewing the audited and unaudited financial statements of the Portfolio and audit report of the Portfolio's service providers.
  7. Maintaining records for the administration of the Portfolio and the actions of the Committee.

8. Selecting, monitoring, and replacing third-party advisors of the Portfolio, such as consultants and other providers of Portfolio services.
9. Adjusting or correcting defects under the Portfolio in a uniform and nondiscriminatory manner.
10. Preparing amendments to the Portfolio for changes in design or applicable laws and regulations.

**Compensation**

All members serving on the United States Submarine Veterans Charitable Foundation are volunteers and shall serve without compensation for the performance of their duties as members of the Committee. The Committee shall reimburse the members for all expenses properly and actually incurred.

**Representations by the United States Submarine Veterans Charitable Foundation**

The USSVCF shall provide the Committee with such information as is necessary or desirable to fulfill its responsibilities. The United States Submarine Veterans Charitable Foundation may furnish the Committee with such clerical and other assistance as the committee may need to perform its duties. The sponsoring organization shall be responsible for any reasonable costs or expenses incurred in the Portfolio's operation or administration. However, any duly authorized Portfolio expenses may be paid by or reimbursed from the Portfolio.

Accepted by USSV Charitable Foundation

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Treasurer & Investment Committee Chairman

\_\_\_\_\_  
Date

## Appendix B

### Scholarship Fund Manager

#### Operating policies and procedures

##### Academic Scholarship Fund:

The USSV CF Academic Scholarship Program was established in 1985 and is annually executed for the sole purpose of providing charitable academic Grants to qualified academic candidates using a competitive application process based upon academic achievement, qualified eligibility links to descendants of USSVI Members in good Standing, financial need, acceptance to or attending a certified "institute of higher learning", evident contribution to her or his community and clear evidence of academic achievement.

##### *Note*

*Eligibility for scholarships applicant is limited to The Children and Grandchildren or legal dependents of Appointed or Elected Officers of USSVI or USSV CF. This is a requirement that ensures that the USSV CF remains within IRS 501(C)(3) requirements and Guidelines. This restricted shall be a final step audit of all Scholarship Awardees and their Sponsor's (USSVI "Members in Good Standing") Status. A separate check of all Sponsors will be: "Is the Sponsor for this award Selectee a Standing Elected or appointed Member Officer of USSVI or USSVCF."*

The Scholarship Program is non-discriminatory with the only caveat being "The candidate must be a dependent or descendent of a USSVI Member. The Scholarship Program invites application on or about 30 October of each calendar year and closes application access on or about 15 June each calendar year.

Applications are independently reviewed, scored, and competitively awarded based upon the stated candidate's application in a formal standardized set of categories. Awards are announced on or about 15 July each calendar year and awarded funds are paid directly to the applicant's institute of higher learning into the student's financial account.

Fund raising and donations to the Charitable foundation Scholarship Fund are received and accepted via independent donations from members of USSVI, their families and friends, as well as organizations for academic scholarships specifically identified and used for the funding of all Scholarship Awards Charitable donations may be submitted from individual, volunteer groups and business entities. Donations are often raised and provided in the honor or name of a specific submarine veteran as a token of appreciation for that individuals contribution to World Peace and Honorable Submarine Service. All donations are to be transmitted to the USSVI / USSVCF National Office, PO Box 3870, Silverdale, WA 98383-3870 for deposit and availability for annual scholarship funding. All donations are to be made; "Pay to the Order of The United States Submarine Veterans' Charitable Foundation or USSVCF. If contributors are directing donations to a specific "cause" like "Scholarships", use the "for / memo" field on the check to identify that cause. All donations are Tax deductible in accordance with IRS regulations in that USSVCF is classified and registered as a 501(c)(3). The USSVCF National Office will acknowledge the donation. The donor must consult his tax advisor to determine the extent of deductibility.



Qualified student scholars who meet the requirements will be children, grandchildren, or legal children of an Active Duty or Retired USSVI members having served in and qualified in submarines.

Applicants must be unmarried and less than 21 years of age as of the date of the application period if she or he is not attending college or less than 23 years of age if enrolled in an “Institute of Higher Learning”.

Applicants are invited to register into the scholarship program and website and qualify for consideration per the previously stated eligibility requirements. The scholarship program is provided to all USSVI members annually via the USSVI.ORG website which provides information, procedures and processes including the application website which reflects all stated and required information.

The application initiation is reported via automated email to the Scholarship Committee Chairman and Scholarship Administrator. The Status and any or all input data and requests for assistance are directed to the USSVCF Academic Scholarship Chairman. All required data and official forms such as transcripts, academic achievements, letters of recommendation, financial need, essay(s), extra-curricular activity, and community service are formally required within the website in a semi-automated process after the applicants have registered as a scholarship candidate.

Upon completion of an application and verification of academic performance (official education transcripts are to be uploaded into that applicant’s application form by the Chairman or otherwise duly selected Scholarship board administrative assistant), the candidate’s application is automatically placed in either “Review Round High School” or “Review Round College” as appropriate.

The completed scholarship applications are *independently* reviewed and scored using standardized scoring processes by the Scholarship Committee (Chairman, National Vice Commander, and the four USSVI Regional Directors). All scores are provided to the Scholarship Chairman who calculates the final score and ranking in the two categories (High School or College).

The final date for completed applications is published annually and is on or about 15 May of each Calendar Year. All completed applications are scored, ranked, awards determined and announced to each applicant on or about 1 July of each calendar year for the upcoming academic year.

Candidate Awardees and Non-Awardees are informed via personal signed letter from the Scholarship Chairman and transmitted via email attachment to each applicant. There are no Matching Grant provisions within the USSVCF Academic Scholarship Program.

### **Summary of Specific Duties and Responsibilities of the USSV CF Scholarship Fund & Program Manager**

1. Scholarship Fund Management in close coordination with CF Treasurer.
2. Author and Maintenance of the Scholarship Program Policy and Procedure.
3. The Executor of the Scholarship Application, Review, Scoring and Award of USSV CF Academic Scholarships. Currently each Scholarship is set as a nominal \$2000.00 One Year Award.
4. The maintenance and modernization of the USSV CF SCHOLARSHIP APPLICATION and Processing Website.
5. An annual report on the results of the Annual Scholarship Awards to the USSVI & USSVCF BOARDS of Directors.
6. Close coordination, training, oversight, and support of the Official Scholarship Selection Board consisting of the Scholarship Fund Manager, the Senior USSVI National Vice Commander, the four USSVI Regional Directors.
7. Ensure continued working relationship, invoice payment and technical support with the Director of the United States Submarine Force Dolphin and associated scholarship Programs.
8. Annual USSVI Wide notification of the start of the Annual Academic Year Application Program Launch(10/30/YYYY) and Termination (5/15/YYYY(+1)) Dates.
9. Continuous, uninterrupted hot line support, guidance and monitor of the Scholarship Application Process and Database as the Scholarship Website Administrator.
10. Initial Review, Evaluation and Scoring of all completed Scholarship Applications including assistance to individual Member Sponsors and Student Scholar Applicants concerning technical, administrative and program eligibility issues.
11. Receipt of and upload of Applicable - Official Applicant High School or College Transcripts as the final step in completion of submitted applications and change of status from Applicant to "Review Round".
12. Training and refresher training of the Scholarship Committee members just prior to initiation and assignment of the Review and Scoring Process.
13. Receipt of scoring of all completed applications, consolidation of all independent reviews and scores, calculation of scores in each category (High School - College), initial determination of Awards and non-Award cutoff based on scores; coordination with CF Treasurer for Funds available for awards - recommendation of awards to the Scholarship Committee for concurrence.
14. Provide the applicable list of sponsors (USSVI Members) to the National Office to verify "Member in Good Standing"; resolution of any membership issues.
15. Verify that no recommended awardees are sponsored by restricted USSVI AND USSVCF OFFICERS.

16. Determination of the specific “College or Institution of Higher Learning of Record” Points of Contact for Attendance and Financial and financial account data including Mailing Addresses and Student Financial Account Data for each Award.

17. No Later than 15 July of Each Year:

17a. Prepare and complete personal letters of award and regret (non-award) to each completed application.

17b. Prepare and complete formal letters of award to each “Institute of higher learning” in the awardees name, address, and financial account number. (Each award letter should include a requirement for that student to provide a feedback report and fall semester transcript to ensure the students is proceeding successfully)

18. Send via U.S. Mail of every award check and formal letter to every associated “Institute of Higher Learning, requesting receipt.

19. Distribute all personal award letters with copy of letter to the appropriate “Institute of Higher Learning” and copy of award check via U.S. Mail or as email attachment.

**NOTE**

**ALL AWARDS AND AWARD CHECKS WILL BE DEPOSITED IN THE SCHOLAR STUDENTS FINANCIAL ACCOUNT. USSVCF REQUIRES THAT ANY UNUSED FUNDS, DUE TO DISCONTINUATION OR FAILURE TO START THE FULL TIME PURSUIT OF EDUCATION AND DEGREE AT THAT INSTITUTE, ARE RETURNED TO THE USSV CF TREASURER**

20. Prepare announcement and kickoff of following academic year, submit articles for Submariner magazine. Recognize any clearly extraordinary and superior scholars.

21. Take a leadership and strong support role in conjunction with the USSVI and USSVCF Leadership as well as the USSVCF Treasurer in the continuation and upgrade of the ongoing fundraising campaign for USSVCF and the Scholarship Program.

## Appendix C

### United States Submarine Veterans Charitable Foundation, Inc. Investment committee Recommended/Suggested Agenda items.

Meeting basic agenda:

Distribute a written agenda to all participants prior to meeting

The Secretary confirms that we have the require a quorum present to begin each meeting.

Approve minutes from the previous meeting.

Review investment performance at each meeting.

If invited, the investment managers present a detailed performance of the investments for the prior period(s).

When Investment Managers are not in attendance, discuss the performance of their management of the portfolio and determine if they continue as Managers.

Review asset allocation annually and rebalancing decisions every one to two years.

Identify agenda items for subsequent meetings.

Assess portfolio risk annually.

Discuss regulatory changes, contractual vendor agreements, and any ancillary pools of assets when necessary.

Encourage additional education and training for committee members on relevant investment topics. Invite guest speakers to add to the overall "education" of the committee members.

**Note; Our investment committee members are educated, experienced and aware investors and the term Education is intended to raise current or pertinent issues to discuss ramifications such that all members are hearing the same comments at the same time, with the intent of attempting to align the points of view so that future discussions can be, perhaps, more productive.**

## **Appendix D -**

Space Reserved for example of the Reimbursement Request form. This will be the USSVI RR, which will be modified for use by the USSVCF.

## Appendix E

### Memorial & Museum Fund Management Procedure

Generally, a Memorial Fund or a Museum Boat fund project will be requested to be established by any USSVI Base, however, it is possible and likely that other interested parties would want to be fully involved in the erection of a Memorial or Museum Boat that recognizes the accomplishments or history of the US submarines force, or possibly the current or future submarine activities. All of this falls under the guidelines of the charter for the US Submarine Veterans Charitable Foundation, Inc. (CF).

Creating a specific Memorial or Museum Boat fund under the CF simply requires a request to be sent to the Memorial or Museum Boat Fund Manager. This request should include a discussion of the project, including, not limited to:

- The Name of the Project
- The requesting organization, typically the USSVI Base
- The lead or principal participants working on this project and a backup person.
- The expected start date for the project. This is an “over-the-thumb” expectation of the beginning of the project.
- The anticipated end date of the project. Some projects are lengthy, and it is understandable that a firm end date is difficult, but even an estimate of the expected number of months or years is helpful.
- The expected start date for fundraising.
- The current expected total cost of the entire project.
- The current amount of funds that are available at the time of this request.
- Your expected source of funding the full project and the expected time needed to fully fund your project.

When a request to open a Memorial or Museum Fund is received, the Fund Manager will review and if this is a significant project, he will review with the CF Executive Committee. If the request is a smaller project, for example, under \$100,000, the Fund Manager may proceed to make the decision on his own and forward the request to the CF Treasurer for establishing this fund. If the request is larger, for example in excess of \$100,000, the Executive Committee will make the decision along with the Memorial Fund manager’s guidance and recommendations. If approved, it will be forwarded to the CF Treasurer for creation of the fund.

Once this specific Memorial or Museum Boat fund has been created, with the name as specified by the requesting party, all future donations designated to this fund will be recorded to that fund. All accounting for dollars is recorded by donor, date, type of donation, i.e. Check, credit card, debit card or cash and of course the amount.

If this project is identified as a long-term project, meaning that outgoing payments to the project are more than 12 months in the future, the funds will be added to the CF’s investment

portfolio and will be actively managed by a professional money manager, currently an investment group within the Merrill Lynch Brokerage firm.

Once work begins on the project, the project manager, as designated at the time of the request will alert the CF Memorial Fund Manager. Then as the various milestones are reached requiring disbursement of funds, the Project Manager will send a request for payment along with the backup documents, invoices and any other documents supporting the payment. The request must include the statement from the Project Manager that this work has been completed to the satisfaction of the Project Manager and he/she approves the disbursement of the funds.

Management of large projects is important and there cannot be a lack of communication. It is better to say too much than to assume that the CF knows what is happening at the project construction site. The project management team runs the show, and their observations and actions are what the CF management team must work from.

The project management team is responsible for assuring that all the funds necessary to complete the project have been donated. The CF Memorial or Museum Boat Fund Manager could match some project funds, but his authorized limitation is not nearly large enough to cover most of the projects we see. If your project is underfunded by even a few thousand dollars, you should not begin the project. If you are fully funded and then run into construction changes, this will mandate contact changes, and these always result in increased costs.

The requesting organization is responsible for the project, from start to finish. When completed, the CF has completed its responsibility of providing a conduit for funds to be donated and disbursed. We have no interest in the project once completed. The requesting organization has, or has designated, ownership of that project to the appropriate party. Ongoing maintenance is the responsibility of the requesting party or the ultimate owner of the project. The CF has the sole duty of acting as an IRS approved Charitable Foundations and for collecting funds to be used for a military memorial and the CF's disbursements are supported by the project manager's documents attesting to that support.

It is not unusual for there to be excess funds at the completion of a project. Excess funds may be used in several ways, typically for future needs for maintenance or upkeep. Excess funds may be held for future modifications of the project. They may be used for any future project, known or unknown. If unknown, these funds may be transferred into a new generic fund for anticipated future use.

Excess funds, no longer needed for the project are unable to be refunded, as the expected use of those funds when originally donated were likely to have been used as an item on a Federal Income Tax return and likely a state tax return. Returning funds is impossible to assure that the donor will then treat that return of a donation properly on their tax returns. This then exposes the CF to the fiduciary problem of not upholding the requirements of an approved 501 (c) 3 charitable foundation.

The other possibility is that any excess funds can be released to the CF for use on other Memorials or Museum Boats, as needed. That release would necessitate a correspondence from the project's manager to the CF Memorial Fund Manager for releasing those funds.

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<sup>i</sup> Due to the nature of USSVCF utilizing volunteers who are also members of USSVI, it is common to experience turnover in personnel filling the various positions shown on this page. To facilitate keeping this PPM current, when changes in personnel occur, this page is the only page needed to be updated.